

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 11

Program Name	Electronic Fare Collection (EFC) System	Program #	688-01W
Project Manager	Michelle Pecson	Reporting Period:	2012 July 18
Prime Consultant:	NA	File #:	FA-30
Major Contracts:	Telvent Canada Ltd.	Approved Budget	\$13.5 million

1. **Project Performance** Ratings: G (Green)–Normal; Y (Yellow)–Concern; R (Red)-Escalate

	Budget	Schedule	Quality
Current Reporting	SECTIONS 24(1)(b) & 25(1)(b)&(c)		
Last Reporting			

2. **Summary of Progress**

2.1. **Key Accomplishments since last reporting :**

Application and website (front-end) – The vendor continues to work through each application integration point to ensure correct information is being passed from one to the other. They struggle to pull the correct data fields for each product on the website.

Hardware – Most of the bus reader issues have been addressed. We found the cause to be primarily faulty modems which are being replaced as the relays are being installed. Platform reader communication issues continue (see Key Risks/Issues). City of Calgary IT and the vendor are working to identify root cause and issue resolution.

Communications – 216 relays have been successfully installed. The vendor is working evenings and weekends to install and conduct full quality and functional checks. Appointed Calgary Transit garage personnel review the installations for approval before each installation is considered complete.

Revenue management – Process development will begin when the website functionality is completed.

Stock management – Room has been made at Oliver Bowen for Telvent to initialize the cards on our behalf for the first year of operation. This process will begin once the application is moved into the production environment.

Testing – Extensive testing continues as we work through issues as identified in the Key Risks/Issues below.

Pilot testing – Given the website hasn't been available for testing, full end to end testing by the pilot participants could not be conducted. We received a lot of feedback from the pilot participants as they continue to tap on buses and platforms through to the end of July.

Enforcement – We began working with the law department to ensure documentation, processes, and resources are in place to enforce fare payment when the new system becomes available for public use.

3. **Key Risks / Issues**

#	Description	Severity	Probability	Mitigation Strategy
1.	Loss of revenue due to break down in newly automated fare collection system	High	Low	1. stringent support models through internal IT and vendor resources 2. equipment and process redundancy 3. back up contingency processes
4.	Application/website development	High	High	1. work directly with vendor through each issue analysis 2. strict issue resolution management
5.	Bus reader communications	High	Low	1. engage modem manufacturer to resolve issues 2. replacing faulty modems decreasing impact on schedule for manufacturer to analyze issues on their premises
6.	Platform reader communications	High	High	Appropriate City of Calgary IT resources working side by side with vendor to determine root cause and solution development
7.	Handheld Inspection Terminal configuration	Medium	Medium	Assignment of appropriate IT resources to work with vendor for integration of devices into City of Calgary environment

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 11

4. Schedule (key milestone/interim deliverables)

Milestone/Deliverable	Planned Date	Revised Date	Actual Date	Comments
Training (begin)	2012 Mar			Began
SECTIONS 24(1)(b) & 25(1)(b)&(c)				
Pilot test (begin)	2012 Apr			Began. Initial pilot ends July 31.
New Process documentation	2012 Jun			Continues
City wide Implementation	2012 Jun	2012 December		Amended -- see Key Risks/Issues

5. Financial Summary

5.1. Project Financials

This Reporting	Approved Budget	Committed	Costs to Date	Est. To Complete	EAC	Variance
EFC vendor application	\$7,000,000	\$7,000,000	\$1,500,000	\$5,500,000	\$7,000,000	\$0

SECTIONS 24(1)(b) & 25(1)(b)&(c)

Bus relay purchase & installation	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0
SECTIONS 24(1)(b) & 25(1)(b)&(c)						
Total	\$13,500,000	\$11,000,000	\$3,545,000	\$9,955,000	\$13,500,000	\$0

Cash Flow	2009	2010	2011	2012	2013
Budget		\$7,000,000	\$7,000,000	\$13,500,000	\$13,500,000
Forecasted Spend		\$130,800	\$2,675,000	\$6,200,000	\$2,500,000
Actual		\$130,800	\$2,675,000	\$870,000	NA

5.2. Budget/Cashflow/Contract Comments/Issues

- SECTIONS 24(1)(b) & 25(1)(b)&(c)
- Remaining cash flow (EFC post implementation payments) → will occur in 2014 and 2015.

6. Other Issues

	Yes/No	If Yes, comment
Safety Issues		NA
Environmental Issues		NA
Land Issues		NA

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 12

Program Name	Electronic Fare Collection (EFC) System	Program #	688-01W
Project Manager	Michelle Pecson	Reporting Period:	2012 August 22
Prime Consultant:	NA	File #:	FA-30
Major Contracts:	Telvent Canada Ltd.	Approved Budget	\$13.5 million

1. Project Performance Ratings: G (Green)–Normal; Y (Yellow)–Concern; R (Red)–Escalate

	Budget	Schedule	Quality
Current Reporting	SECTIONS 24(1)(b) & 25(1)(b)&(c)		
Last Reporting			

2. Summary of Progress

2.1. Key Accomplishments since last reporting :

SECTIONS 24(1)(b) & 25(1)(b)&(c)

3. Key Risks / Issues

#	Description	Severity	Probability	Mitigation Strategy
1.	Loss of revenue due to break down in newly automated fare collection system	High	Low	1. stringent support models through internal IT and vendor resources 2. equipment and process redundancy 3. back up contingency processes
4.	Application/website development	High	High	1. work directly with vendor through each issue analysis 2. strict issue resolution management
5.	Bus reader communications	High	Low	1. engage modem manufacturer to resolve issues 2. replacing faulty modems decreasing impact on schedule for manufacturer to analyze issues on their premises
6.	Platform reader communications	High	High	Appropriate City of Calgary IT resources working side by side with vendor to determine root cause and solution development
7.	Handheld Inspection Terminal configuration	Medium	Medium	Assignment of appropriate IT resources to work with vendor for integration of devices into City of Calgary environment
8.	SECTIONS 24(1)(b) & 25(1)(b)&(c)			
9.				
10.				

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 12

4. Schedule (key milestone/interim deliverables)

Milestone/Deliverable	Planned Date	Revised Date	Actual Date	Comments
SDS development (update document)	2011 Jul 15	2012 Sept 14		
FIAT Test Plan (update document)	2011 Nov 15	2012 Sept 26		
SAT Test Plan, training materials, Transition Plan (update documents)	2012 Feb 03	2012 Oct 17		
Website development	2012 Mar 14	2012 Oct 23		
FIAT – testing (second iteration)	2011 Dec 05	2012 Oct 23		
SAT – testing	2012 Mar 14	2012 Dec 07		
Delivery and Initialization of fare media	2011 Dec 14	2012 Oct 31		
Soft launch to select users (500-1,000 users)	2012 Dec 14	NA		
Launch to general public	2012 May 27	2013 Feb 18		

FIAT: First Installation Acceptance Test

SAT: System Acceptance Test

5. Financial Summary

5.1. Project Financials

This Reporting	Approved Budget	Committed	Costs to Date	Est. To Complete	EAC	Variance
EFC vendor application	\$7,000,000	\$7,000,000	\$1,500,000	\$5,500,000	\$7,000,000	\$0

SECTIONS 24(1)(b) & 25(1)(b)&(c)

Bus relay purchase & installation	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0
SECTIONS 24(1)(b) & 25(1)(b)&(c)						
Total	\$13,500,000	\$11,000,000	\$3,545,000	\$9,913,000	\$13,500,000	\$0

Cash Flow	2009	2010	2011	2012	2013
Budget	NA	\$150,000	\$4,500,000	\$5,000,000	\$2,500,000
Forecasted Spend	NA	\$130,800	\$4,500,000	\$5,000,000	\$3,000,000
Actual	NA	\$130,800	\$2,675,000	\$1,800,000	NA

5.2. Budget/Cashflow/Contract Comments/Issues

- SECTIONS 24(1)(b) & 25(1)(b)&(c)
- Remaining cash flow (EFC post implementation payments) will occur in 2014 and 2015.

6. Other Issues

	Yes/No	If Yes, comment
Safety Issues	No	NA
Environmental Issues	No	NA
Land Issues	No	NA

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 13

Program Name	Electronic Fare Collection (EFC) System	Program #	688-01W
Project Manager	Michelle Pecson	Reporting Period:	2012 September 12
Prime Consultant:	NA	File #:	FA-30
Major Contracts:	Telvent Canada Ltd.	Approved Budget	\$13.5 million

1. Project Performance Ratings: G (Green)—Normal; Y (Yellow)—Concern; R (Red)—Escalate

	Budget	Schedule	Quality
Current Reporting	SECTIONS 24(1)(b) & 25(1)(b)&(c)		
Last Reporting			

2. Summary of Progress

2.1. Key Accomplishments since last reporting :

There are several tasks (deliverables) to be completed that lead up to each milestone date.

SECTIONS 24(1)(b) & 25(1)(b)&(c)

Task	Due Date	Comments
SECTIONS 24(1)(b) & 25(1)(b)&(c)		

3. Key Risks / Issues

#	Description	Severity	Probability	Mitigation Strategy
1.	Loss of revenue due to break down in newly automated fare collection system	High	Low	1. stringent support models through internal IT and vendor resources 2. equipment and process redundancy 3. back up contingency processes
4.	Application/website development	High	High	1. work directly with vendor through each issue analysis 2. strict issue resolution management
5.	Bus reader communications	High	Low	1. engage modem manufacturer to resolve issues 2. replacing faulty modems decreasing impact on schedule for manufacturer to analyze issues on their premises
6.	Platform reader communications	High	High	Appropriate City of Calgary IT resources working side by side with vendor to determine root cause and solution development
7.	Handheld Inspection Terminal configuration	Medium	Medium	Assignment of appropriate IT resources to work with vendor for integration of devices into City of Calgary environment
8.	SECTIONS 24(1)(b) & 25(1)(b)&(c)			
9.				

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 13

10.

SECTIONS 24(1)(b) & 25(1)(b)&(c)

4. Schedule (key milestone/interim deliverables)

Milestone/Deliverable	Planned Date	Revised Date	Actual Date	Comments
SDS development (update document)	2011 Jul 15	2012 Sept 14		
FIAT Test Plan (update document)	2011 Nov 15	2012 Sept 26		
SAT Test Plan, training materials, Transition Plan (update documents)	2012 Feb 03	2012 Oct 17		
Website development	2012 Mar 14	2012 Oct 23		
FIAT – testing (second iteration)	2011 Dec 05	2012 Oct 23		
SAT – testing	2012 Mar 14	2012 Dec 07		
Delivery and initialization of fare media	2011 Dec 14	2012 Oct 31		
Soft launch to select users (500-1,000 users)	2012 Dec 14	NA		
Launch to general public	2012 May 27	2013 Feb 18		

SDS: System Design Specification

FIAT: First Installation Acceptance Test

SAT: System Acceptance Test

5. Financial Summary

5.1. Project Financials

This Reporting	Approved Budget	Committed	Costs to Date	Est. To Complete	EAC	Variance
EFC vendor application	\$7,000,000	\$7,000,000	\$1,500,000	\$5,500,000	\$7,000,000	\$0
SECTIONS 24(1)(b) & 25(1)(b)&(c)						
Bus relay purchase & installation	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0
Total						
	\$13,500,000	\$11,000,000	\$3,545,000	\$9,913,000	\$13,500,000	\$0

Cash Flow	2009	2010	2011	2012	2013
Budget	NA	\$150,000	\$4,500,000	\$5,000,000	\$2,500,000
Forecasted Spend	NA	\$130,800	\$4,500,000	\$5,000,000	\$3,000,000
Actual	NA	\$130,800	\$2,675,000	\$1,800,000	NA

5.2. Budget/Cashflow/Contract Comments/Issues

- SECTIONS 24(1)(b) & 25(1)(b)&(c)
- Remaining cash flow (EFC post implementation payments) will occur in 2014 and 2015.

6. Other Issues

	Yes/No	If Yes, comment
Safety Issues	No	NA
Environmental Issues	No	NA
Land Issues	No	NA

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 14

Program Name	Electronic Fare Collection (EFC) System	Program #	688-01W
Project Manager	Michelle Pecson	Reporting Period:	2012 October 10
Prime Consultant:	NA	File #:	FA-30
Major Contracts:	Telvent Canada Ltd.	Approved Budget	\$13.5 million

1. Project Performance Ratings: G (Green)—Normal; Y (Yellow)—Concern; R (Red)—Escalate

	Budget	Schedule	Quality
Current Reporting	SECTIONS 24(1)(b) & 25(1)(b)&(c)		
Last Reporting			

2. Summary of Progress

2.1. Key Accomplishments since last reporting :

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- SECTIONS 24(1)(b) & 25(1)(b)&(c)

Task	Due Date	Comments
SECTIONS 24(1)(b) & 25(1)(b)&(c)		

3. Key Risks / Issues

#	Description	Severity	Probability	Mitigation Strategy
1.	Loss of revenue due to break down in newly automated fare collection system	High	Low	1. stringent support models through internal IT and vendor resources 2. equipment and process redundancy 3. back up contingency processes
4.	Application/website development	High	High	1. work directly with vendor through each issue analysis 2. strict issue resolution management
5.	Bus reader communications	High	Low	1. engage modem manufacturer to resolve issues 2. replacing faulty modems decreasing impact on schedule for manufacturer to analyze issues on their premises
6.	Platform reader communications	High	High	Appropriate City of Calgary IT resources working side by side with vendor to determine root cause and solution development

PROJECT TITLE: Electronic Fare Collection (EFC) System
MAJOR PROJECT REVIEW STATUS REPORT # 14

7.	Handheld Inspection Terminal configuration	Medium	Medium	Assignment of appropriate IT resources to work with vendor for integration of devices into City of Calgary environment
8.	SECTIONS 24(1)(b) & 25(1)(b)&(c)			
9.				
10.				

4. Schedule (key milestone/interim deliverables)

Milestone/Deliverable	Planned Date	Revised Date	Actual Date	Comments
SDS development (update document)	2011 Jul 15	2012 Sept 14		
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- SECTIONS 24(1)(b) & 25(1)(b)&(c)
- Remaining cash flow (EFC post implementation payments) → will occur in 2014 and 2015.